Appendix 1: Full Set of APII Targets and Measures

Target	APII Measure	Source
PROCESS TARGET 1: By December 2004, define a process which ensures that regulated facilities will be covered under just one primary compliance document.[1] By December 2005 complete development and begin implementation.	P1.1 By December 31, 2004, answer yes or no, was the process developed Baseline Due: N/A Check: December 31, 2004 Responsible for Collecting: Workgroup 4	
	P1.2 By December 31, 2005, count the percentage of facilities with more than one primary compliance document. Baseline Due: September 30, 2004 Rechecks: December 31, 2005 and June 30, 2006. Responsible for Collecting: Workgroup 4	Use Air Permit Software to count the number of primary compliance documents per facility.
PROCESS TARGET 2: By December 2005, develop, document, communicate, and manage an updated, consistent, and accurate process for issuing, renewing, and revising permits. Incorporate procedures for any new regulatory approaches into the process. Update procedures regularly.	P2.1 By December 31, 2005, answer yes or no, was a process developed for each type of existing permit action. Baseline Due: N/A Check: December 31, 2005 Responsible for Collecting: Workgroup 4	
	P2.2 By June 30, 2006 spot check primary compliance documents and supporting technical documents for consistency (defined per manual code) reviewing 10% which are selected based on customer input, sector, new applicable regulations, or other salient issues. This will set a baseline consistency level for the new process(es) developed to meet this target. Baseline Due: June 30, 2006 Rechecks: N/A Responsible for Collecting: Workgroup 5	Workgroups 2, 3, and 4 will need to build measurement strategies into the processes they develop. Workgroup 5 needs to come up with the overall method for continued management of consistency

Target	APII Measure	Source
	P2.3 By June 30, 2006 evaluate whether processes are up to date and effectively communicated. Baseline Due: June 30, 2006 Rechecks: N/A Responsible for Collecting: Workgroup 5	During each biennial program review, conduct interviews with permit drafters and managers.
PROCESS TARGET 3: Answer questions on permit process and permit policy quickly and accurately resulting in a consistent statewide program providing certainty to staff, permittees, and the public.	P3.1 Track the following: • the number of questions received each month, • the number of questions answered, • the average response time for answered questions, • the text of all questions • the person who asked the question Baseline Due: September 30, 2004 Rechecks: December 31, 2004; March 30, 2005; June 30, 2005; September 31, 2005; December 31, 2005; March 31, 2006 and June 30, 2006 Responsible for Collecting: Workgroup 5	Workgroup 5 will be responsible for establishing a short term and long term process that meets the target and can supply data for the measure.
	P3.2 No less frequently than on a semi-annual basis, contact persons who had questions to determine their satisfaction with the certainty provided by the answer. Baseline Due: None Rechecks: December 31, 2004; June 30, 2005; December 31, 2005; June 30, 2006 Responsible for Collecting: Workgroup 5	Work group 5 will be responsible for establishing a method for measuring.
PROCESS TARGET 4: Make 100% of permit decisions according to deadlines specified in 2003 WI Act 118.	P4.1 Track the percentage of operation and construction permit decisions made according to deadlines specified in 2003 WI Act 118. These deadlines are: • for operation permits - 180 days after receipt of a complete application. • for construction permits - 60 days after the end of the public comment period Baseline Due: June 30, 2004 Rechecks: Quarterly until June 30, 2006 Responsible for Collecting: Workgroup 4	Sample Equation % permits issued by deadline = (number of permits issued by deadlines during the previous 6 months) / (total number issued during the previous 6 mo) x 100% Air Permit Software tracking is used to track number of permits issued and the number of days elapsed.

Target	APII Measure	Source
CUSTOMER SERVICE TARGET #1: Track key events of permit applications in "real time". By December 2004, make event tracking and support documents available on the Department's website in a timely manner for all customers. By June 2006, the Air Program will be able to receive and process applications electronically.	C1.1 By December 31, 2004 answer yes or no, is a tracking system on the web for all users to view. Baseline Due: N/A Check: December 31, 2004 Responsible for Collecting: Workgroup 2	
	C1.2 By June 30, 2006 answer yes or no, applications can be received and processed electronically. Baseline Due: N/A Check: June 30, 2006 Responsible for Collecting: Workgroup 6	
	C1.3 By June 30, 2006 evaluate level of customer satisfaction with the web site. Baseline Due: June 30, 2006 Rechecks: N/A Responsible for Collecting: Workgroup 2	Workgroup 2 will establish the criteria. Recommend ease of use and appropriateness of content.
CUSTOMER SERVICE TARGET #2: By July 2005, the Air Program will develop a partnership among the public, business, EPA and internal staff related to the function of permitting and the role of the Department. All parties are aware of how to participate in the permit and permit rule-making processes in a meaningful way.	C2.1 By June 30, 2005, measure the level of all parties' understanding of the process including the structure and everyone's roles and responsibilities. Baseline Due: June 30, 2005 Rechecks: June 30, 2006 Responsible for Collecting: Workgroup 2	Method to be developed by workgroup 2
	C2.2 By June 30, 2005, develop the baseline level of all parties' satisfaction with the process including the structure and everyone's roles and responsibilities. Baseline Due: June 30, 2005 Rechecks: June 30, 2006 Responsible for Collecting: Workgroup 2	Method to be developed by workgroup 2. Baseline will need to be established so as to measure change in satisfaction level. Workgroup 2 needs to consult with Ed Nelson on how to reach public that doesn't know how to participate.

Target	APII Measure	Source
CUSTOMER SERVICE TARGET #3: By July 2005, the Air Program will develop methods to ensure that businesses and interested parties have a clear understanding of the content of primary compliance documents; how facilities demonstrate compliance; and how to effectively resolve conflicts with the Air Program.	C3.1 By June 30, 2005 answer yes or no, were methods developed to increase understanding of compliance documents, compliance demonstration, and conflict resolution. Baseline Due: N/A Check: June 30, 2005 Responsible for Collecting: Workgroup 2	
	C3.2 Evaluate the degree of implementation of the methods. Baseline Due: June 30, 2005 Rechecks: June 30, 2006 Responsible for Collecting: Workgroup 2	Perform a check based on the methods developed .
	C3.3 Level of satisfaction of all businesses and interested parties, with their understanding of the compliance document and their ability to resolve conflicts. Baseline Due: June 30, 2005 Rechecks: June 30, 2006 Responsible for Collecting: Workgroup 2	Follow up with customers by ways of focus groups or survey. This will occur during the biennial program review. .
	C3.4 Track numbers of monitoring requirement appeals, commence construction waivers, permit challenges and other conflicts as determined by Workgroup 2. Baseline Due: December 31, 2004 Rechecks: June 30, 2005 and June 30, 2006 Responsible for Collecting: Workgroup 2	Method to track number of "other" conflicts to be developed by workgroup 2.

Target	APII Measure	Source
ENVIRONMENT TARGET #1: The Air Program sets data driven environmental goals and outcomes. By June 2005, demonstrate how the primary compliance document aids in meeting these goals and outcomes by fostering compliance, promoting improved environmental performance and rewarding businesses that go beyond compliance.	E1.1 By January 31, 2005, answer yes or no, has the air program set data driven environmental goals. Baseline Due: N/A Check: January 31, 2005 Responsible for Collecting: Workgroup 5	Note: environmental goals and measures will be determined by the Management Workgroup (#5). Please see attached list of recommended measures in Appendix 1.
	E1.2 APII will be responsible until June 30, 2006 for measures recommended by Workgroup 5 that demonstrate how the primary compliance document aids in meeting the environmental goals. Baseline Due: June 30, 2005 Rechecks: June 30, 2006 Responsible for Collecting: Workgroup 5	
ENVIRONMENT TARGET #2: By July 2005, provide data on the web, which shows the relationship between local air pollution levels and public health. This will be continually evaluated and updated.	E2.1 By June 30, 2005, answer yes or no, is appropriate, accurate, and timely data available on the internet. Baseline Due: N/A Check: June 30, 2005 Responsible for Collecting: Workgroup 2	Suggested: a GIS display, analysis of ambient air monitoring data and public health data (hospital admissions, mortality, etc.); forecasting of air quality including predictions of ozone action days and high particulate matter emission days. Workgroup 2 will coordinate the gathering of this data in collaboration with DHFS.
	E2.2 Level of customer satisfaction with the information posted. Baseline Due: June 30, 2005 Rechecks: June 30, 2006 Responsible for Collecting: Workgroup 2	Set up feedback loop process on web site to gather information on satisfaction level with site. Follow up with customers by ways of focus groups or survey. This will occur during the biennial program review.

Target	APII Measure	Source
FINANCIAL TARGET #1: By June 2006, reduce the hours spent per permit review, renewal, and revision by 20-40% each, while providing equal or better environmental protection.	F1.1 Track number of the hours spent per individual permit action on an annual program-wide basis. Permit actions include operation permit review, operation permit renewal, operation permit revision, construction permit review, and construction permit revision. Baseline Due: June 30, 2004 Rechecks: June 30, 2005 and June 30, 2006 Responsible for Collecting: Workgroup 4	Sample equation Hrs per op permit review= (total hours spent in FY03 on operation permit review time code AMES01)/(number of operation permits issued in FY03 as reported on APS)
	F1.2 Track the annual emission rates at regulated facilities and correlate data with selected economic indicators. Baseline Due: September 30, 2004 (for FY04) Rechecks: June 30, 2005 and June 30, 2006 Responsible for Collecting: Workgroup 5	Use AEMS data to track annual emissions at regulated facilities. Data should be gathered in a manner that supports individual workgroup needs (See Source information for Innov/Learning Target 2.)
	F1.3 Track the compliance rates at regulated facilities. Baseline Due: September 30, 2004 (for FY04) Rechecks: June 30, 2005 and June 30, 2006 Responsible for Collecting: Workgroup 5	Use WACD and Compliance Certification Reports to track compliance rates: number of certifying facilities in compliance divided by the total number of certifying facilities.
FINANCIAL TARGET #2: By June 2006, reduce by 40-50% the need to revise or modify permits. This could be accomplished by: sharing draft permits; incorporating flexibility; utilizing, modifying, or expanding exemptions; offering alternatives; or refining existing regulations. Evaluate the results of these strategies to ensure that they are consistent with our environmental and public input goals.	F2.1 From a selected subset of facilities that have requested and/or been issued a permit revision or modification, determine the percent reduction in the number of facilities required to obtain the same permit under today's rules. By September 30, 2004, define the subset of permit modifications, revisions and/or revision requests. By June 30, 2006, evaluate the subset and determine the percent reduction. The original subset will be reevaluated by June 30, 2006 to determine the need for additions and/or deletions. Baseline Due: September 30, 2004 Rechecks: June 30, 2006 Responsible for Collecting: Workgroups 3 & 4	Permit review documents. Use the Air Permit software to identify the subset of permit modifications, revisions and/or revision requests. To provide a meaningful baseline, the subset should be representative of the mix and type of permit actions requested under today's rules (YR 2004) and reevaluated annually (if necessary) to remain current.
	F2.2 Track the number of operation permit revision requests and the numbers of construction/modification permit applications submitted at each permitted (or nonexempt) facility. Baseline Due: September 30, 2004 Rechecks: June 30, 2005 and June 30, 2006 Responsible for Collecting: Workgroup 4	Use this data as an indicator. A rise in the number of permit actions should be investigated to see if it is caused by implementation of rules, procedures, breakdown in communication, inadequate training, etc. Steps should be taken to reduce permit actions if deemed appropriate.

Target	APII Measure	Source
FINANCIAL TARGET #3: Continue allocating resources in alignment with funding constraints, to support program priorities and customer needs.	F3.1 Quarterly workplan v. PALs v. authorized positions report to AMT, by funding source. Goal -- PALs is within 10% of Workplan Baseline Due: September 30, 2004 (for FY04) Rechecks: December 31, 2004; March 31, 2005; June 30, 2005; September 30, 2005; December 31, 2005; March 31, 2006; June 30, 2006 Responsible for Collecting: Workgroup 5	Sheri Stach to run report on automated workplanning and PALs databases.
	F3.2 Semi-annual Grant & Grant-Match report to AMT. Goal -- Grant is earned 100%, Grant is matched at required level. Baseline Due: October 15, 2004 Rechecks: April 15, 2005; October 15, 2005; April 15, 2006; October 15, 2006 Responsible for Collecting: Workgroup 5	Sheri Stach to develop report each April and October.
	F3.3 Semi-annual report to AMT on dollars spent by funding source v. spending authority of funding source. Goal -- spending is aligned with spending authority for each funding source, and spending within a funding source is spent on activities authorized under that funding source. Baseline Due: September 15, 2004 Rechecks: February 15, 2005; September 15, 2005; February 15, 2006; September 15, 2006 Responsible for Collecting: Workgroup 5	Sheri Stach to develop report each December and June.
	F3.4 Evaluate level of customer satisfaction with staffing levels for the services that are important to them. Baseline Due: December 31, 2005 Rechecks: June 30, 2006 Responsible for Collecting: Workgroup 5	Follow up with customers by ways of focus groups or survey. This will occur during the biennial program review.

Target	APII Measure	Source
	F3.5 Measure the backlog of uncompleted program commitments for each year. This should include commitments for issuance, renewal and revisions of primary compliance documents as well as commitments for compliance activities. Primary compliance documents should include: traditional major and minor permits; general and registration permits; ERPs, Green Tier agreements, and EMS permits; and exemption confirmation letters requested by facilities. Baseline Due: September 30, 2004 (for FY04) Rechecks: June 30, 2005 and June 30, 2006 Responsible for Collecting: Workgroup 5	Measure annually using the APS, WACD, and workplans. Commitments for permits are defined as meeting statutory or rule deadlines for responding. Commitments for Full Compliance Evaluations (FCE's) are according to the WDNR CMS Plan and annual FCE list. Commitments for other alternative tools shall be defined in the baseline.
INNOVATION AND LEARNING TARGET #1: By February 2005, define the skill sets and organizational culture needed for staff and managers to work effectively and consistently with permits and other regulatory strategies. By December 2005, ensure that staff and managers have and maintain the skills defined.	IN1.1 By February 28, 2005 answer yes or no, have the skill sets, competencies, and organizational culture been defined. Baseline Due: N/A Check: February 28, 2005 Responsible for Collecting: Workgroup 5	
	IN1.2 By December 2005, develop and administer an evaluation system to determine whether managers and staff have achieved the desired competency levels. Baseline Due: February 28, 2005 Rechecks: December 31, 2005; June 30, 2006 Responsible for Collecting: Workgroup 5	Management Workgroup 5 to develop evaluation system. The evaluation system may be incorporated into the established individual performance review cycle. The 360-degree evaluation may be a useful tool. Data from the agency customer feedback line may also be useful.
	IN1.3 Evaluate level of customer satisfaction with our culture. Baseline Due: December 31, 2004 Rechecks: June 30, 2006 Responsible for Collecting: Workgroup 5	Follow up with customers by ways of focus groups or survey. This will occur during the biennial program review. .

Target	APII Measure	Source
INNOVATION AND LEARNING TARGET #2: By June 2006, the Air Program will have available a registration permit program and at least two or more other regulatory alternatives to traditional permitting for qualifying sources. Such alternatives will provide equal or better environmental protection and opportunity for public input.	IN2.1 By June 30, 2006 answer yes or no, has a registration permit program been developed and count how many registration permits have been issued to facilities. Baseline Due: N/A Check: June 30, 2006 Responsible for Collecting: Workgroup 11	Use new IT system to track number of facilities covered under registration permits.
	IN2.2 By June 30, 2006 answer yes or no, at least two alternative regulatory tools have been developed and are being used by at least 1 facility. Such tools should <u>not</u> include traditional permits, consolidated construction/operation permits, expanded general permits, or registration permits. Baseline Due: N/A Check: June 30, 2006 Responsible for Collecting: Workgroup 8	
	IN2.3 At each facility where an alternative regulatory tool is used, track whether emissions have been reduced or eliminated since use of the alternative tool. Track over a 5-year period. Conduct an analysis of the cause of emissions reductions, specifically whether the reduction was due to the use of the alternative regulatory tool and would not otherwise have occurred. Baseline Due: For each facility prior to use of alternative tool. Rechecks: June 30, 2006 Responsible for Collecting: Workgroup 8	At each facility where an alternative regulatory tool is used, use AEMS to establish a baseline emission inventory for the facility. Use the facility's annual consolidated reporting to track whether emissions have been reduced or eliminated since use of the alternative tool. Track over a 5-year period. Make adjustments to get desired results.

Target	APII Measure	Source
	IN2.4 At each facility that uses an alternative regulatory tool, track level of public satisfaction with meaningful participation. Baseline Due: N/A Check: At each facility after issuance of new tool Responsible for Collecting: Workgroup 8	At each facility that uses an alternative regulatory tool, track public satisfaction with meaningful participation by a means that should be developed as part of the implementation of the new tool (such as hits on a facility specific web site, sending out questionnaires to interested public, etc.)
	IN2.5 By June 30, 2006, answer yes or no, were benefit analyses completed prior to implementation for: any new alternative tools; registration permits; the increased use of general permits and exemptions; and streamlined traditional permits. Baseline Due: N/A Check: June 30, 2006 Responsible for Collecting: Workgroups 3 & 4	The benefit analysis should include an estimate of the development costs, implementation costs (including staffing requirements), savings to the regulated facility, expected environmental improvements, public satisfaction, and permittee satisfaction.
	IN2.6 Track the annual emission rates at regulated facilities and correlate data with selected economic indicators. Baseline Due: September 30, 2004 (for FY04) Rechecks: June 30, 2005 and June 30, 2006 Responsible for Collecting: Workgroup 5	Use AEMS data to track annual emissions at regulated facilities. Information gathered should meet the needs of the workgroups who will use the data. For instance, some workgroups will need emissions data for a specific facility, some will need data for specific sectors, and some workgroups will need data for a certain size range of facilities.
	IN2.7 Track the compliance rates at regulated facilities. Baseline Due: September 30, 2004 (for FY04) Rechecks: June 30, 2005 and June 30, 2006 Responsible for Collecting: Workgroup 5	Use WACD and Compliance Certification Reports to track compliance rates: number of certifying facilities in compliance divided by the total number of certifying facilities.

Target	APII Measure	Source
INNOVATION AND LEARNING TARGET #3: Whenever a new permit regulation or regulatory strategy is developed or updated, the Air Program actively works with partners to ensure there is effective communication, opportunity for input, and an appappropriate level of education.	IN3.1 By January 31, 2005 answer yes or no, has the air program defined appropriate communication and/or education methods for different degrees of permit regulation changes. Baseline Due: N/A Check: January 31, 2005 Responsible for Collecting: Workgroup 2	
	IN3.2 On a semi-annual basis the first year, and annually thereafter, determine the percentage that communicated and/or educated partners using the appropriate method as specified above. Baseline Due: N/A Rechecks: June 30, 2005, December 31, 2005, June 30, 2006 Responsible for Collecting: Workgroup 2	Assign someone to review all new or changed regulations to determine the percentage that communicated and/or educated partners using the appropriate method as specified above.

AEMS – Air Emissions Management System
AMT – Air Management Team
APM – Air Permit Management Software
APS – Air Permit Software
APS – Air Permit Streamlining
Conop or ConOP or Con/OP – the operation permit that replaces a construction permit upon demonstration
of compliance.
DHFS – Department of Health and Family Services
EPA – Environmental Protection Agency
GIS – Geographic Information System
PAL – Plant-wide applicability limit
PALs – Payroll authorization and leave system
PSC – Public Service Commission
WACD – Wisconsin Air Compliance Database

RECOMMENDATIONS FOR ENVIRONMENT TARGET #1

Measure the % returns of compliance certification reports	Use WACD (Wisconsin Air Compliance Database) to measure the % returns of compliance certification reports.
Percent validity of compliance certification reports	Verify validity of compliance certification reports by performing inspections on a statistically significant sampling of facilities. Note: Coordinate with CMS policy
Track mass emission rates of a sampling of facilities before and after issuance of a primary compliance document (existing facilities only).	Use Air Permit Software and AEMS (Emission inventory system) to track emission rates of facilities before and after issuance of a primary compliance document (existing facilities only). Considerations: Look at emissions per unit throughput Look at a longer than annual time period on either side of permit issuance to account for economic fluctuations in emissions
Track facilities that have gone beyond compliance. Track the number of tools available to encourage beyond compliance behavior. Track the participation with each tool.	Using the Voluntary Emissions Reduction Registry, track facilities that have gone beyond compliance. Survey these facilities to answer yes or no, do they feel rewarded for doing so. Use responses to adjust program as necessary.
Track compliance rates for facilities vs the regulatory method used.	Use Air Permit Software and WACD to track compliance rates for facilities vs the regulatory method used.